

A woman with blonde hair in a ponytail, wearing a dark blue Stena Line uniform sweater, stands on the bridge of a ship. She is holding black binoculars to her eyes. The background shows a large window looking out onto a harbor with a bridge and industrial buildings. In the foreground, the ship's bridge controls are visible, including a joystick and various buttons.

# A sustainable journey

An annual review of some of  
the big little things we do for  
a sustainable future

2021–2022



**Stena Line**

# One of the largest ferry companies in the world

Stena Line is one of the world's largest ferry companies. We are 5,100 employees and counting, all working to connect Europe for a sustainable future. Together we make sure around 2 million freight units and 7 million people reach their destination safely and securely each year.

We're a family-owned Swedish company, which has always tried to make a positive difference in the world. That heritage still shines through in our values of passion, sustainability and care, and in the everyday behaviours we adopt of being welcoming, caring and reliable in every interaction.

Stena Line is part of the Stena AB Group, one of Sweden's largest family-owned companies with around 16,000 employees, operating in the areas of ferries, shipping, offshore drilling, property, wind power and finance.

\* Based on calculated full-time equivalents.

\*\* Considerably fewer guests during 2021 than other years due to COVID-19.

\*\*\* A freight unit can be a lorry, trailer or container. Accompanied or driverless.

**5,100**  
employees\*

**3.1 m**  
guests\*\*

**270**  
professions

**39**  
vessels in 2021

**40**  
nationalities

**18**  
ferry routes

**10**  
connected countries

**2.2 m**  
freight units\*\*\*



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## A sustainable journey

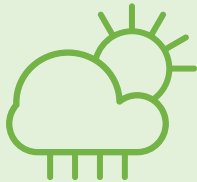
An annual review of some of the big little things we do for a sustainable future

2021–2022



30%

female leaders in our Group management team



-11%

decrease in carbon emissions per tonne-nautical mile



100%

renewable electricity used in our shore operation

# A sustainable future based on caring

At Stena Line, we have, for many years, taken the view that any approach to sustainability focused solely on environmental factors is too narrow. Our commitment to a more sustainable future takes on a broader understanding, one that is based on care: care for our customers, care for our resources, and care for each other.

These are difficult times for Europe. The unimaginable crisis in Ukraine dominates the news. I recently visited our colleagues in Gdynia, Poland and am incredibly proud of their efforts to help, delivering medical aid and food, and providing safe passage to other countries.

At the same time, the pandemic continues to impact all of us, at a personal, work, national and European level. There remain significant disruptions, and people and freight are not always able to get where they are needed.

Of course, these situations are incomparable. But in both, our care and humanity mean we have a responsibility to support those in need. As an organisation and as individuals, we must contribute to a better future, and to make a difference in whichever way we can. Our vision to 'connect Europe for a sustainable future' is bound up in this commitment.

In an industry which worldwide makes up 3% of CO<sub>2</sub> emissions, we take responsibility for our impact on the

environment. Stena Line has an ambitious roadmap for 2030. Our targets are to reduce the CO<sub>2</sub> emissions from our vessels by 30% and to launch our first vessel without CO<sub>2</sub> emissions. We are taking steps to drive down our carbon footprint, including improving efficiency and using renewable electricity where available, but there is always more work to be done.

Shipping has not always been the most diverse industry. At Stena Line, we want to overcome barriers preventing talented people who could make a difference from getting on in our industry. We also believe a workforce that reflects the diversity of customers will help us more fully understand everyone's needs. We have recently set out our ambition to become an attractive, safe and inclusive workplace for all by 2026, and have appointed a Diversity and Inclusion Lead to drive forward our initiatives in this area.

You'll see throughout this report that Stena Line makes a positive impact in big and little ways, from increasing our awareness of diversity and inclusion to replacing chemical cleaning products on board our vessels. I'm proud of the company and our people for all the things we do, and for our dedication to keep improving.

I would like to thank all our people for their determination to make a difference. If you have any thoughts or suggestions about how we can create a more sustainable future, please send us a message at [sustainability@stenaline.com](mailto:sustainability@stenaline.com)

**Niclas Mårtensson**  
Chief Executive Officer, Stena Line



# Our sustainability strategy

Our vision is connecting Europe for a sustainable future. In that future we are emission-free and without negative impact on the world. We are a harassment-free workplace, characterised by diversity and inclusion where everyone has equal opportunity to succeed. This is the future we work towards every day, but we still have a long way to go. It is not called a sustainable journey without reason.

Our commitment to sustainability is centred around six focus areas linked to the UN Sustainable Development Goals (SDGs) which are directly related to our business. Ambitious targets are defined for each area, and progress is closely monitored, with the ambition that Stena Line remains a leader in sustainable shipping.

In three of the focus areas, we aim to lead the transformation towards a more sustainable future within our industry, with SDG 10 (Reduced inequalities) being the latest addition during 2021. In another three focus areas, we aim to improve our operations step by step.



We continue to create opportunities for greater gender equality in the maritime industry, supporting women to access leadership roles across all areas of our business.

## Highlight 2021

**Stena Line's first female captain** Page 7



We will work to continually improve energy efficiency on shore and at sea and actively stimulate the use of clean energy sources.

## Highlight 2021

**Our roadmap to a net-zero future** Page 8



We will strive to become an attractive, safe and inclusive employer for all so that everyone can thrive.

## Highlight 2021

**Introducing our newest focus area** Page 12



We are committed to the safety of our people and our customers, and work hard to promote the health and well-being of everyone in our ports, on our vessels, and in our offices.

**Highlight 2021** **Safety first** Page 17



Stena Line aims to reduce waste and increase recycling, while driving responsible procurement that's based on care for resources.

**Highlight 2021** **Wasting no time in our fight for less landfill** Page 21



As a shipping company, we rely on the oceans and are committed to minimising our impact on marine life.

**Highlight 2021** **Making waves in marine life protection** Page 23

## Big little things on the green list

The green list is a summary of all the big little things that we have done to contribute to a more sustainable future. Read more at [stenaline.com/sustainability/the-green-list](https://stenaline.com/sustainability/the-green-list)



# Gender equality

Gender equality is important for society, and for our productivity and strength as a business. However, the maritime industry has traditionally employed more males than females, and today just 2.7% of the world's 1.5 million seafarers are women. That gives us a great opportunity to open our doors to talented people who previously haven't considered working in the industry.

Stena Line continues to work towards gender equality at every level. Last year we achieved several of our gender equality targets, including our ambition to have 30% women in our Group management team. We also rolled out our annual Women in Maritime campaign to encourage more women to go for leadership opportunities.

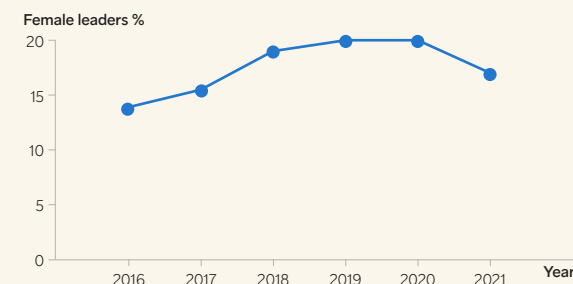
## Targets

- **Continue raising awareness** through annual Women in Maritime initiatives.
- **Ongoing participation** in workshops, lectures and discussions from the Stena AB Global Female Leaders' Network.
- **Establish a cross-functional** working group to analyse data and suggest critical actions for increased gender equality across our regions.
- **By 2026, 30% of managers** will be women, comprising 45% on shore and 10% at sea.

## Performance 2021

- **Previous target of 30% women** in our Group management team has been reached.
- **Rolled out our Women in Maritime campaign** to celebrate our female leaders and encourage more women to go for management roles.

## Gender equality



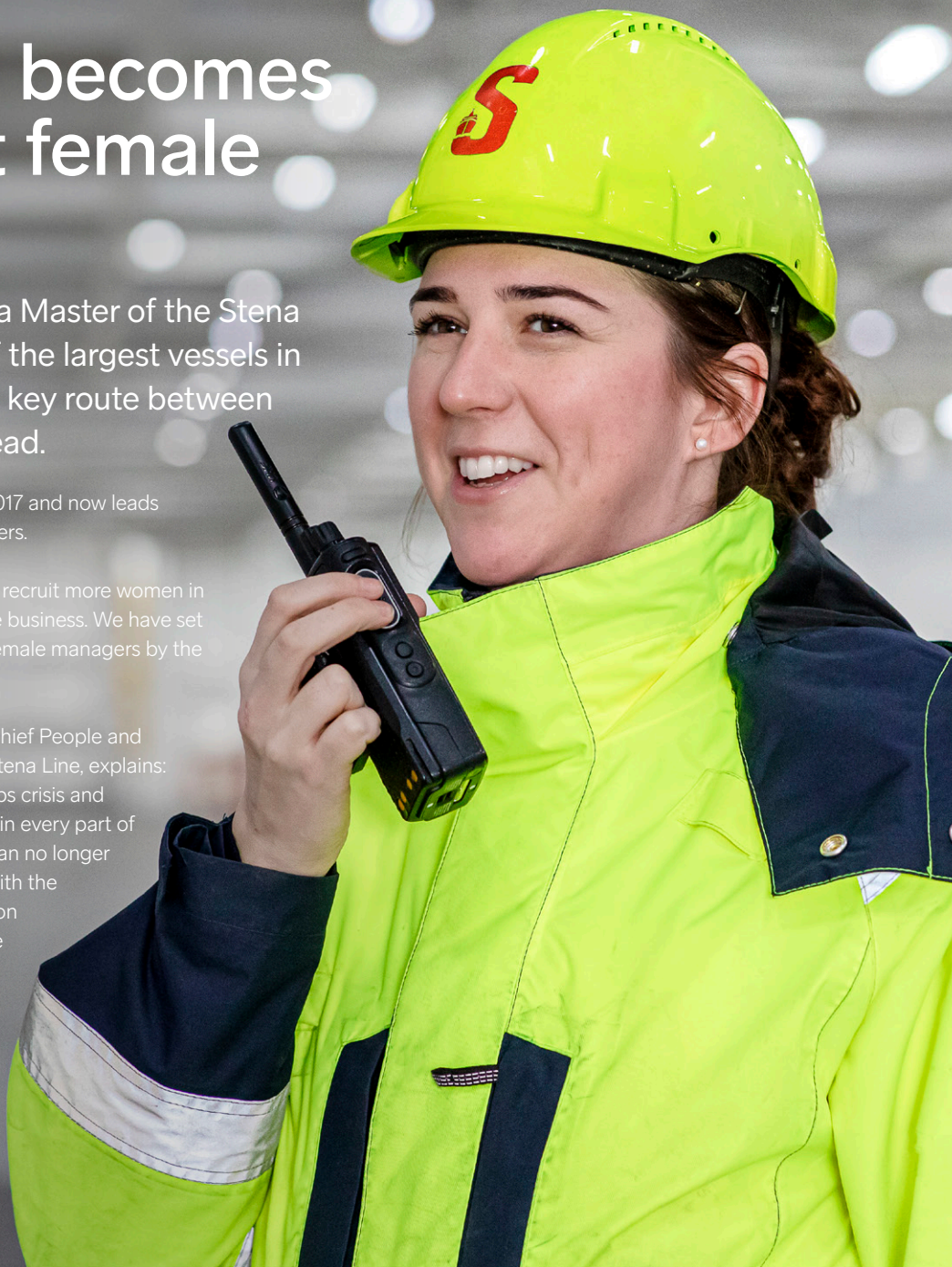
# Lynette becomes our first female captain

Captain Bryson is a Master of the Stena Adventurer, one of the largest vessels in our fleet, serving a key route between Dublin and Holyhead.

She joined the company in 2017 and now leads a bridge team of female officers.

Stena Line is working hard to recruit more women in management roles across the business. We have set a target of appointing 30% female managers by the end of 2022.

Margareta Jensen Dickson, Chief People and Communications Officer at Stena Line, explains: 'The shipping sector is in a jobs crisis and there is a shortage of people in every part of the industry. Onboard roles can no longer be seen as a male domain. With the appointment of Lynette Bryson as our first female captain, we have shown that women can and will succeed at sea and Stena Line will be here to support them.'



## A winning formula for women in our workforce

During 2021, we worked hard to recruit strong female candidates into leadership roles. We achieved our ambitious target of having 30% female leaders in the Group management team. In addition, we have many women at every level across the business who are responsible for making important decisions about how we operate.

We know that there is still some way to go, and there are still areas within Stena Line where female leaders are in the minority. However, we hope that our continued efforts will see more brilliant female role models joining our teams at every level of the business.

## Anti-harassment training moves online

As part of our commitment to making sure everyone feels safe and welcome at Stena Line, we run regular training for managers on how to prevent and tackle harassment, bullying and victimisation.

Although COVID-19 prevented us from holding face-to-face training in 2021, we were still able to run three crucial anti-harassment sessions for shore and onboard managers.

Using Microsoft Teams, the training combined presentations and role-play exercises to help managers create an environment where everyone feels safe.



# Affordable and clean energy

## Our roadmap to a net-zero future

Shipping worldwide contributes to around 3% of global CO<sub>2</sub> emissions, which is equal to 1 billion tonnes of CO<sub>2</sub> a year. This is why our industry has a responsibility to do our part and keep moving towards a net-zero future. At Stena Line, we welcome these challenges, and embrace the opportunity for collaboration between our colleagues, suppliers, customers and wider community.

Our vision is connecting Europe for a sustainable future, and we have a clear roadmap for how to get there. As a first milestone we have ambitious targets for 2030: to reduce the CO<sub>2</sub> emissions from our vessels by 30% and to launch our first vessel without CO<sub>2</sub> emissions.

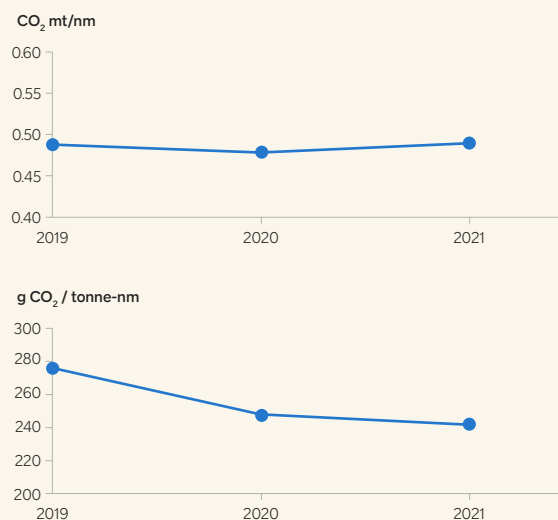
With the economy picking up pace as we emerge from the pandemic, 2021 inevitably saw an increase in our CO<sub>2</sub> emissions. But despite this, there has still been an overall reduction in emissions since 2019.

On top of that, in 2021 our vessels moved more cargo, meaning higher efficiency and a reduction in our carbon footprint. We have also reduced the pollutants we emit, as we switched to low-sulphur fuel across our Irish Sea fleet. We also reached 100% renewable electricity in our onshore operations, where renewable sources were available. Where they were not, we bought green credits to compensate.

## Targets

- **Reduce CO<sub>2</sub> emissions** per tonne-nautical mile by 2.5%/year, and total CO<sub>2</sub> emissions from vessels by 30% in 2030 (compared with 2019).
- **100% renewable electricity** in shore operations.
- **Increasing trend** in shore power connections.
- **Punctuality across the fleet:** a minimum of 67% of the trips according to timetable (+/-5 mins).

## Emissions per nautical mile (nm) and per transport work (tonne-nm)



## Performance 2021

- **Approximately same CO<sub>2</sub> emissions** per nautical mile as 2019 levels, but 11% less emissions per tonne-nautical mile compared with pre-COVID (2019), partly due to more efficient utilisation of vessels' cargo capacity (more cargo on each trip).
- **Our total CO<sub>2</sub> emissions increased** by 10% compared with 2020, but still 4% less compared with 2019 mostly due to a partial rebound in the number of voyages.
- **100% renewable electricity** used in our shore operation, by purchasing green credits for three of our ports.
- **About 20% of all terminals** now offer shore power connections to our vessels.
- **Our punctuality** remained short of our goal, achieving 61% in 2021 according to timetable (+/-5 mins). The main factors that impact punctuality are boarding delays, vessel performance and weather conditions at sea. We are continually working to identify and address specific causes at a local level so that we meet our scheduled departure times. Improved punctuality will result in reducing the number of occasions we need to accelerate and use additional fuel to catch up with scheduled arrival times.

## Designed for maximum efficiency, the three E-flexers include several emission-reducing technologies

A streamlined hull with a unique shape that allows them to glide easily through the water.

Faster loading and offloading, which means less time in port and more time at sea to complete their journey, reducing the need to use more fuel for acceleration.

New propellers that use fixed-propulsion power; this keeps vessels at the right speed on less power. On top of that, one propeller is feathered to minimise resistance in the water.

Two engines instead of four, with an ability to run on just one propeller and engine, meaning lower fuel consumption.

Environmentally friendly anti-fouling paints that safely repel organisms like barnacles from ship hulls to help them run more efficiently. 10% barnacle coverage needs 36% extra power to keep the same speed. So keeping our vessels free of barnacles really can have an impact on our emissions.



## Putting the E in efficiency with our new E-flexers

Three of our five new E-flexer vessels have now arrived: Stena Estrid, Stena Embla and Stena Edda. While they are brand-new vessels, they celebrate our Swedish heritage. The E names both mark their place in the E-flexer family, and take their origins from Norse mythology. Embla, for example, was the first female created by the gods, while Estrid means divinely beautiful.



A further two vessels are set to be delivered in 2022. Their names? You'll have to wait to find out.

## No. 68: Let green trucks get ahead

Electric-powered trucks now have priority access onto our freight vessels at the port of Gothenburg. That's just one of the big little things we have done for a more sustainable future.



## A wonder-fuel solution to powering our vessels

Cleaner-burning fuels are a major factor in reducing our industry's emissions. That's why, for years, we have looked at how to run more of our vessels on methanol. As well as emitting significantly less CO<sub>2</sub> than oil-based fuels, methanol reduces risks to marine life health thanks to its biodegradable properties.

Our work goes back to 2015, when Stena Germanica became the world's first methanol-powered RoPax ferry. The next exciting step came last summer, when Germanica became the first major vessel to run on recycled methanol. Sourced from residual steel gases, we welcomed this collaboration with another of the world's biggest CO<sub>2</sub> producers.

And we didn't stop there. October saw our collaboration with Proman, one of the world's largest methanol producers, to retrofit another three methanol-ready tankers.

We are also looking at how we can move more towards using green methanol, by exploring more sustainable sources such as waste, biomass and renewable electricity.

## The rejuvenating RoPax refits reducing our energy use

After years on the Irish Sea, our RoPax ferries Stena Lagan and Stena Mersey have welcomed an efficiency-boosting upgrade, change of name and change of scene.

**The upgrade aims to make the vessels more efficient and reduce emissions, with features that include:**

- Lengthened size to increase capacity by 30%
- New rudder engineering to improve propeller efficiency
- Hybrid scrubbers to eliminate and regulate the pH of water discharge
- Drive-through capabilities to make for faster loading and offloading, meaning more time at sea, less acceleration, and therefore less fuel needed

The two RoPax ferries have been set to work on the Nynäshamn–Ventspils route, under the new names Stena Scandica and Stena Baltica. The vessels formerly operating this route have moved to Liepāja–Travemünde, further supporting the efficiency of our fleets by increasing capacity there by 40%.





# Reduced inequalities

The maritime industry is international, yet despite this, there is a narrow view of what a seafarer will look like and be. This means people who do not fit this view may not get on in the industry. At Stena Line, we believe that promoting diversity and reducing inequality will help us achieve our vision of connecting Europe for a sustainable future.

Greater diversity across the company will help us develop fresh ideas and make sure we meet the needs of all our customers. Recruiting from different parts of the community also means we'll increase our chances of attracting the best people.

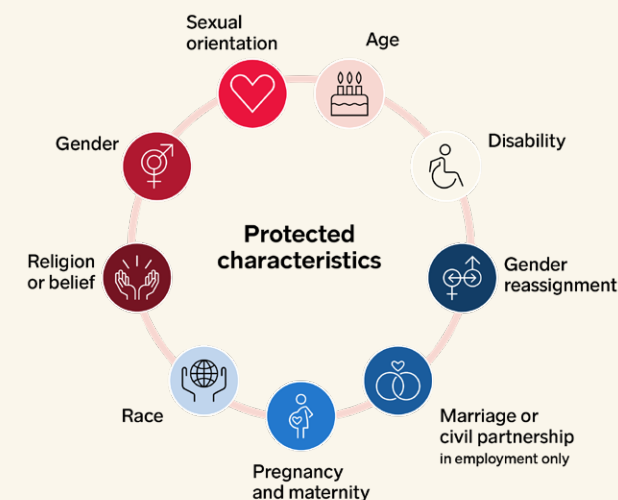
We want our employees to contribute to their full potential. We value everyone's unique experiences and personalities, respect each other's differences, and work to combat discrimination and harassment. Ultimately, this contributes to a better work environment for everyone.

## Targets

- **Reduce inequality** across the nine diversity dimensions protected by European equality laws: ethnicity, religion or belief, gender identity, sexual orientation, gender reassignment, age, disability, marriage or civil partnership, and pregnancy or maternity.
- **To become** an attractive, safe and inclusive workplace for all by 2026.
- **Introduce groupwide** anti-harassment training.
- **Run annual initiatives** on ethnicity and skin colour, age, and LGBTQIA+ awareness.
- **Promote diversity and inclusion training** at the Leaders Forum in 2022.
- **Conduct a pulse survey** on diversity and inclusion during 2024.
- **To run training on preventing modern slavery** for all managers.

## Performance 2021

- **Diversity and Inclusion Lead** appointed to set the strategic direction and long-term plan for Stena Line's D&I ambitions.
- **Celebrated Diversity Month** with an international cookbook compiled by our people.
- **Launched our first** Group-wide diversity and inclusion campaign.



# Leading the way

Salem Yohannes became our new Diversity and Inclusion Lead in October, helping us speed up our journey to equality.

Diversity and inclusion are key to Stena Line's vision of connecting Europe for a sustainable future, and our purpose, to be a trusted link between people, places and societies. It supports our vision and purpose because we are a customer-centric business. A workforce that reflects our diverse customer groups will help us understand their needs.

We believe that our people are essential to the company's success. A diverse, inclusive workplace gives employees opportunities to contribute, develop and grow. This means our people feel empowered to do their best work and fulfil their potential.

Additionally, diversity and inclusion are key to a key part of sustainability. That's why it's included in the UN's Sustainable Development Goals.

'I'm passionate about human rights and unlocking underestimated potential, by empowering individuals and groups that may be unseen or discriminated against.'



# Top tips for creating a more inclusive workplace

Diversity creates a better working environment and helps us improve the ways we understand each other and our customers. Here are some tips to help us all be more inclusive.

These tips focus on the protected characteristics of gender, ethnicity and disability, but the same principles can be used across all of the dimensions of equality to help us be more inclusive and welcoming.



## 1. Become aware of what's going on around you

Next time you're in a meeting, look around and see who's there. Is it mostly men or women? Study the way people interact. Who does most of the talking? Who gets interrupted? Who interrupts? Which voices are heard and which ones are ignored?



## 2. Broaden your perspectives

Suppose you're in a workshop where employee survey results are being discussed. The issue of 'perceived level of respect from colleagues' is raised. Most people are from one ethnic group and they are all happy with the level of respect they receive. One or two people with different ethnic backgrounds disagree. How can the team help their colleagues feel more included?



## 3. Understand different abilities

Imagine your team has raised concerns about working with a particular person. They say this colleague has difficulties reading and understanding safety procedures because of a learning disability. How can the team start an open discussion about disabilities? What actions can you all take to find some solutions? Can these actions create a stronger feeling of belonging in the team?



This is one of the big little things we've done for a sustainable future:  
read more at [stenaline.com/sustainability](https://stenaline.com/sustainability)



## A CULINARY JOURNEY

created by our employees

## Recipes for success

Connecting Europe took on another meaning for Stena Line in May 2021. To celebrate European Diversity Month and highlight the important role diversity plays in our workplaces and in wider society, we created 'A culinary journey', a cookbook made up of recipes supplied by people around the company.

With almost 40 nationalities working together to connect Europe, we were confident we would collect some delicious recipes. And we did! We're delighted by the variety of national cuisines represented in the book, from Italian carbonara and Bavarian obatzda to Welsh rarebit and Swedish fika.

If that's made you hungry and you'd like to see, and taste, for yourself, please email [communications@stenaline.com](mailto:communications@stenaline.com) for your copy.



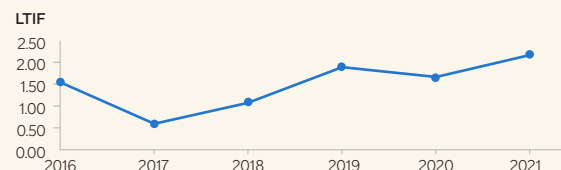
# Good health and well-being

As a caring company, we take our responsibility for the health and well-being of everyone who comes on board our vessels, enters our ports or terminals, and visits our offices very seriously. During the COVID-19 pandemic, our people went the extra mile to keep our vessels sailing safely. Good health and well-being are also about protecting everyone's right to be who they are, without limits.

2021 saw a change in the way we approach good health and well-being. To help us focus on specific targets and measure our progress more accurately, we now treat the area as two different but related concepts. Good health is defined using two dimensions: physical and mental, and our definition of well-being is 'a state of feeling good, happy and content'. Together, these definitions help us support our people to be the best versions of themselves, in work and in life.

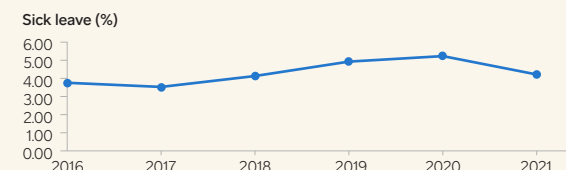
## Targets

- **Annual initiatives** in collaboration with our unions, on the two dimensions of health: physical and mental.
- **Investigate and support** relevant Group-wide health packages.
- **Offer flexible working opportunities** for all our people, depending on role and responsibilities.
- **Raise Stena Pulse** (employee survey) targets for stress, respect and motivation by 8% by the end of 2026.
- **Reduce overall Group sick leave** to below 4% by the end of 2026.
- **Reduce lost-time injury frequency (LTIF)** to below 1.0, which measures time away from work due to work-related injury per million hours worked (seagoing employees).



## Performance 2021

- **We completed** our new Stena Pulse employee survey in 2021.
- **Nearly all employee indicators** are above benchmark, namely for engagement, team efficiency, leadership, organisational and social work environment (benchmark based on multiple companies and total of 600,000 surveys).
- **Additionally, we received a positive eNPS** (employee net promoter score) of 9 points on a scale of -100 (detractors only) to +100 (promoters only). This means that, overall, our employees would tend to recommend Stena Line as an attractive workplace.
- **In 2021, our sick leave average** (sea and shore) was reduced from 5.2% in 2020, to 4.2% in 2021, getting us closer to our 4% target by 2026.
- **We take safety seriously** and we follow the LTIF closely. In 2022, we have an increased focus on safety, with new recruitments in health, safety, environment and quality to address causes and prevent future occurrences.



## Safety first

Back in 2017, we put together our onboard infectious disease manual. This meant that, when the pandemic hit, we were one step ahead when it came to protecting our passengers and crew.

We swiftly introduced a range of procedures, and we kept on updating them as things changed. With different regulations in different nations at different times, it was a job to stay on top of them. But we did.

'I am very proud of our colleagues' commitment to keeping passengers and each other safe. They have been very flexible and careful in implementing procedures,' said Jörgen Lorén, Safety and Security Manager at Stena Line.

As the world now exits the pandemic, many of our safety protocols are staying in place. We'll carry on disinfecting cabins with a fogging machine at the end of each sailing, and cleaning high-traffic passenger and crew areas several times a day. And because some of our crew come face to face with hundreds of people every day, they'll still be protected with safety screens and shields.



# The solution we've been looking for

Most people know that salty water is a natural disinfectant. But at Stena Line we're taking it one step further. New generators on board our vessels use electrolysis to turn salt and water into an electrochemically activated solution.

The solution kills up to 99.99% of all viruses, bacteria and fungi, without exposing our people or passengers to harmful chemicals. And because we make the solution on board, we eliminate the need for plastic bottles and transportation of cleaning products, helping to further reduce CO<sub>2</sub> emissions.

Norris McLean, Regional Onboard Service Manager for Irish Sea North, says: 'We've replaced five products with a solution that's better for the environment, our people and our bottom line.'

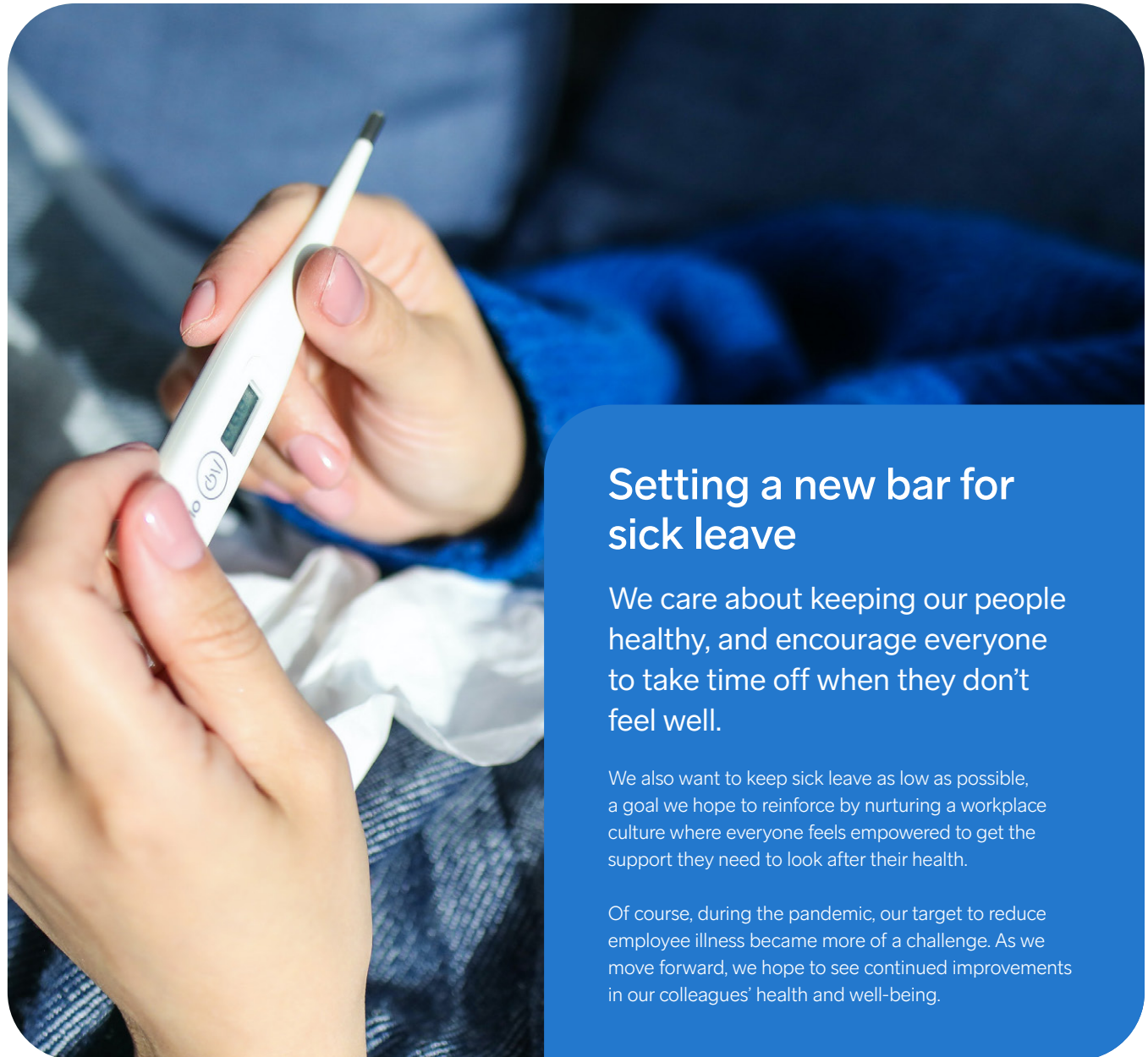
'The solution kills up to 99.99% of all viruses, bacteria and fungi, without exposing our people or passengers to harmful chemicals.'

## Keeping teams healthy and happy... the holistic way!

Every year, we survey our employees to identify how they feel about working at Stena Line and ways we can improve their well-being. The response in 2021 was positive: most would recommend Stena Line as a place to work. But there is always more we can do. In 2021, we identified stress and respect as two areas to focus on, and we're already working to improve things.

- We trialled flexible working for office employees: not only to help them work more productively and in ways suited to their personal circumstances, but also to reinforce the trust and value we have in all our team members. We are now evaluating this and exploring ways to extend it into other business areas.
- We are rolling out Quinyx, a digital tool that gives our people more independence over their work schedules, while reducing the stress and hassle of admin tasks.

We are also collaborating closely with colleagues and union representatives, so that together we can continue to make Stena Line a great place to work for everyone.



## Setting a new bar for sick leave

We care about keeping our people healthy, and encourage everyone to take time off when they don't feel well.

We also want to keep sick leave as low as possible, a goal we hope to reinforce by nurturing a workplace culture where everyone feels empowered to get the support they need to look after their health.

Of course, during the pandemic, our target to reduce employee illness became more of a challenge. As we move forward, we hope to see continued improvements in our colleagues' health and well-being.



# Responsible consumption and production

At Stena Line, we welcome initiatives to collaborate more closely with our colleagues and suppliers to reduce waste while increasing the use of recycled and sustainable materials, on board and on shore. This way, we hope to be a step closer to reducing our environmental footprint, together.

In 2021, we increased the total amount of waste we recycle, particularly waste plastic, metal, paper and glass. This is the second year in a row that we have been able to achieve our best results when it comes to recycling.

We have been reducing and replacing single-use plastic across our fleet for several years; however, due to the pandemic, in 2020 and 2021 we had to bring back more plastic and packaging. Our goal for the future is to get back on track with phasing out all single-use plastic across our fleets.

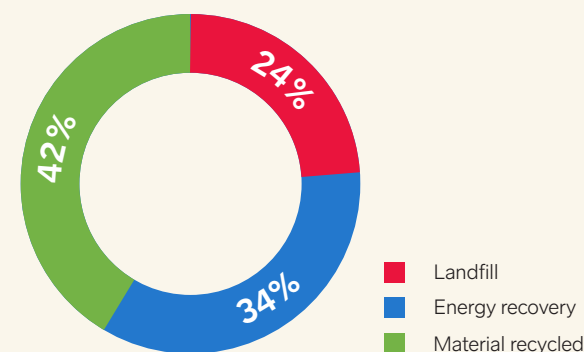
## Targets

- **Decreasing share of waste** to landfill (24% in 2019) and zero waste to landfill by 2030.
- **Reduce single-use plastic** on board and replace it with sustainable alternatives.

## Performance 2021

- **42% of our waste** was recycled in 2021.
- **Landfill waste fell back** to 2019 levels (24%), mostly due to lower share of waste incineration.
- **Due to COVID-19 safety measures**, we had to increase plastic packaging being used for safety purposes.

## Share of waste treatment in 2021





## Suppliers and sustainability: teamwork makes the dream work!

To meet the highest sustainability standards, we rely on positive relationships and best practice throughout our supply chain.

That's why we recently updated our Supplier Code of Conduct to incorporate a fresh set of sustainability principles.

These include environmental factors like pollution prevention, water use and emissions, as well as humanitarian principles such as human rights, labour conditions and anti-corruption. It was sent out in 2021 to our largest partner companies, with the majority having already signed it. We are encouraged to see such open cooperation from our stakeholders to work towards a more sustainable future together.

## Wasting no time in our fight for less landfill

We aim to have 0% of our waste in landfill by 2030. Currently, 24% of our waste is ending up in landfill, so we know that we have a way to go.

We have seen some progress. In the port of Karlskrona for example, 70% less waste was incinerated and 45% more was recycled in 2021 compared with 2020. This is a step in the right direction, and one we plan to build on through close collaborations between our onboard and onshore teams. In 2022, we are looking at more opportunities to improve. For example, how we coordinate waste-sorting between the facilities on our vessels, in our own terminals and partner ports.

## No. 69: Made our salad bowls plant-based

Our salad bowls don't just contain plant-based material, now they're made of it. Specifically, bagasse, which is a renewable, resource-efficient waste product from the sugar cane industry. That's one of the big little things we've done for a more sustainable future.





# Life below water

As a ferry company, we have a responsibility to safeguard the life in our seas. We care about finding new ways to protect our oceans' delicate ecosystems and ensure that we keep them free of waste and plastic.

In 2021, we renewed our ISO 14001:2015 certification.

This is an international standard that shows we are committed to continually reducing our environmental impact, and therefore an important tool in helping us prevent pollution.

We did see an increase in the number of spills last year, so we recognise that there is more work to be done. That said, although there were more spillages, the amount of oil spilled was less than in 2020, which indicates procedures are in place to detect and prevent further impact.

## Targets

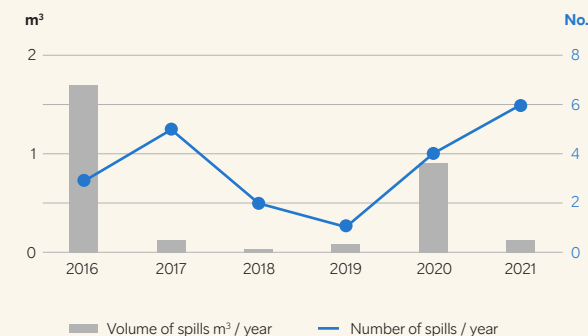
- **Zero** oil and fuel spills.
- **Reducing** the use of harmful chemicals.

## Performance 2021

- **The number of oil spills increased** from four to six small spills, each less than 5 litres. The total amount of oil spilled was seven times lower than in 2020. This low volume of spills indicates that procedures are in place to detect spills at an early stage. All oil spills are investigated formally, and preventive measures are stipulated on a case-by-case basis to prevent similar future events.

- **Due to COVID-19 safety measures**, we had to increase the amount of cleaning chemicals being used on board for the safety of our crew. However, we have continued rolling out our electrochemically activated solution, a biodegradable alternative to conventional disinfectants (see page 18).

## Spills from ship and shore



## A step ahead in keeping sensitive seas free of sewage

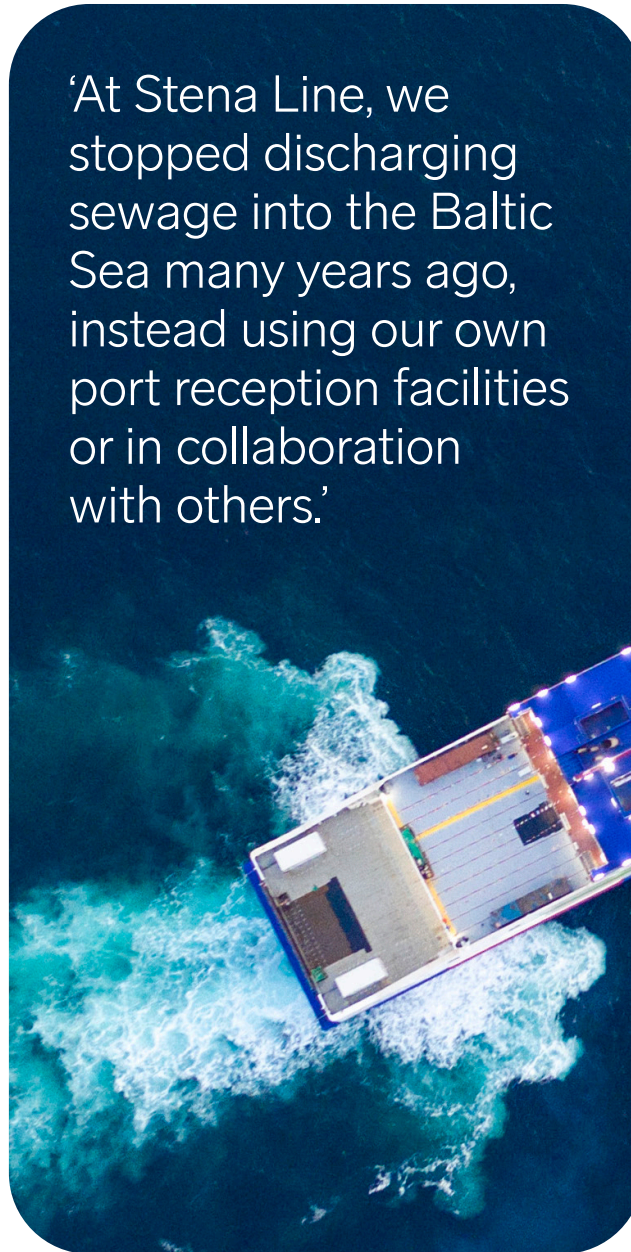
The Baltic Sea is ecologically unique and the world's largest brackish water areas. Over-fertilisation (also called eutrophication), caused by excessive inputs of nitrogen and phosphorus, is one of the biggest threats to the delicate nutrient balance of this vital ecosystem.

Sewage discharged from passenger ships contributes to this issue. However, thanks to new regulations banning this from happening, the situation should improve.

At Stena Line, we stopped discharging sewage into the Baltic Sea many years ago, instead using our own port reception facilities or in collaboration with others. We welcome the new legal requirements and hope these will push the rest of the industry in the right direction to keep our waterways less polluted.

There's still a long way to go and our efforts are just one small step, but by combining a forward-thinking approach with wider efforts to reduce our vessels' emissions and pollutants, we will continue striving to minimise our impact on life below water.

'At Stena Line, we stopped discharging sewage into the Baltic Sea many years ago, instead using our own port reception facilities or in collaboration with others.'



## The measures making waves in marine life protection

Since 2019, we have been trialling an anti-fouling paint component called Selektope which naturally repels barnacles and other organisms from our vessels' hulls.

The organic, copper-free compound also means that our waters are kept cleaner and safer for marine life by eradicating the leakage of metal oxides. First introduced on Stena Estrid in 2019, the paint is now being used on our two other newly built E-flexers Stena Embla and Stena Edda, and will be introduced on two more vessels later this year.

On top of this, the new vessels are using Castrol biodegradable lubricant and hydraulic oils. These have been tried and tested as reliable for important vessel components like RORO (wheeled cargo) equipment, propellers and bow thrusters. And all that with significantly less harm to marine life.

# Connecting Europe for a sustainable future

through 18 routes between 10 countries



# Key figures

## Corporate information

	2016	2017	2018	2019	2020	2021
Employees <sup>1</sup>	5,224	5,408	5,709	6,123	5,131	5,142
Group turnover (MSEK) <sup>2</sup>	12,599	12,724	13,849	14,293	10,308	12,410
Average number of operating vessels <sup>3</sup>	36	39	38	39	43	39

## Operational overview

	2016	2017	2018	2019	2020	2021
Number of sailings	26,743	29,597	29,558	28,160	24,817	25,446
Total distance (nautical miles, '000)	2,657	2,865	3,011	2,904	2,607	2,793
Laps around the world equivalent	123	133	139	134	121	129
Technical reliability (%) <sup>4</sup>	99.5	99.4	99.8	99.8	99.6	99.9
Average deficiencies per inspection <sup>5</sup>	2.1	1.7	3.3	2.3	1.2	1.2
Good sailings (%) <sup>6</sup>	56	64	59	60	60	61

## Energy and efficiency

	2016	2017	2018	2019	2020	2021
Total fuel consumed (tonnes, '000)	404.00	428.50	458.31	450.77	395.39	433.03
CO <sub>2</sub> total (tonnes, '000)	1,270.00	1,348.00	1,440.15	1,416.31	1,244.42	1,363.52
NOx total (tonnes, '000)	26.5	26.9	28.9	27.6	24.0	26.0
SOx total (tonnes, '000)	5	4.6	4.7	4.6	1.6	1.8

## Health, well-being and gender equality

	2016	2017	2018	2019	2020	2021
LTIF <sup>7</sup>	1.6	0.6	1.1	1.9	1.7	2.2
Sick leave, total sea and shore (%)	3.8	3.5	4.1	4.9	5.2	4.2
Employee turnover (%) <sup>8</sup>	10.3	12	15.5	12.6	30.7	17.4
Gender diversity % women/men <sup>9</sup>	14/86	16/84	19/81	20/80	20/80	17/83
Stena Voice <sup>10</sup>	na	4.17	na	4.16	na	na
Stena Pulse, started 2021, net promoter score <sup>11</sup>	na	na	na	na	na	9

<sup>1</sup> Based on calculated full-time equivalents.

<sup>2</sup> Excluding 50% stake in HH Ferries, sold early 2015.

<sup>3</sup> Relief vessels included.

<sup>4</sup> Total performed sailings versus schedule.

<sup>5</sup> Vessels' equipment and certificates are regularly inspected by ports, flag states and classification societies.

<sup>6</sup> The sailings which depart and arrive before or according to timetable (+/- 5 mins). A good sailing is energy efficient and fulfils customer expectations.

<sup>7</sup> Lost-time injury frequency, which measure time away from work due to work-related injury per million hours worked, for seagoing employees.

<sup>8</sup> Employee turnover is measured as a tool to help assess job satisfaction for both crew and shore employees.

<sup>9</sup> Employees in managerial positions with personnel and budget responsibility.

<sup>10</sup> Out of a maximum score of 5. Employee survey every second year.

<sup>11</sup> Replaces Stena Voice: scale from -100 (detractors only) to +100 (promoters only).



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